



Building Code Compliance Office Business Plan

Fiscal Years: 2007 through 2008

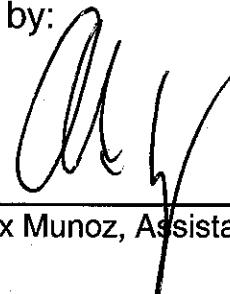
(10/1/06 through 9/30/08)

Plan Date: November 30th, 2006

Approved by:



Herminio F. Gonzalez, Department Director



Alex Munoz, Assistant County Manager

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BUSINESS PLAN REPORT

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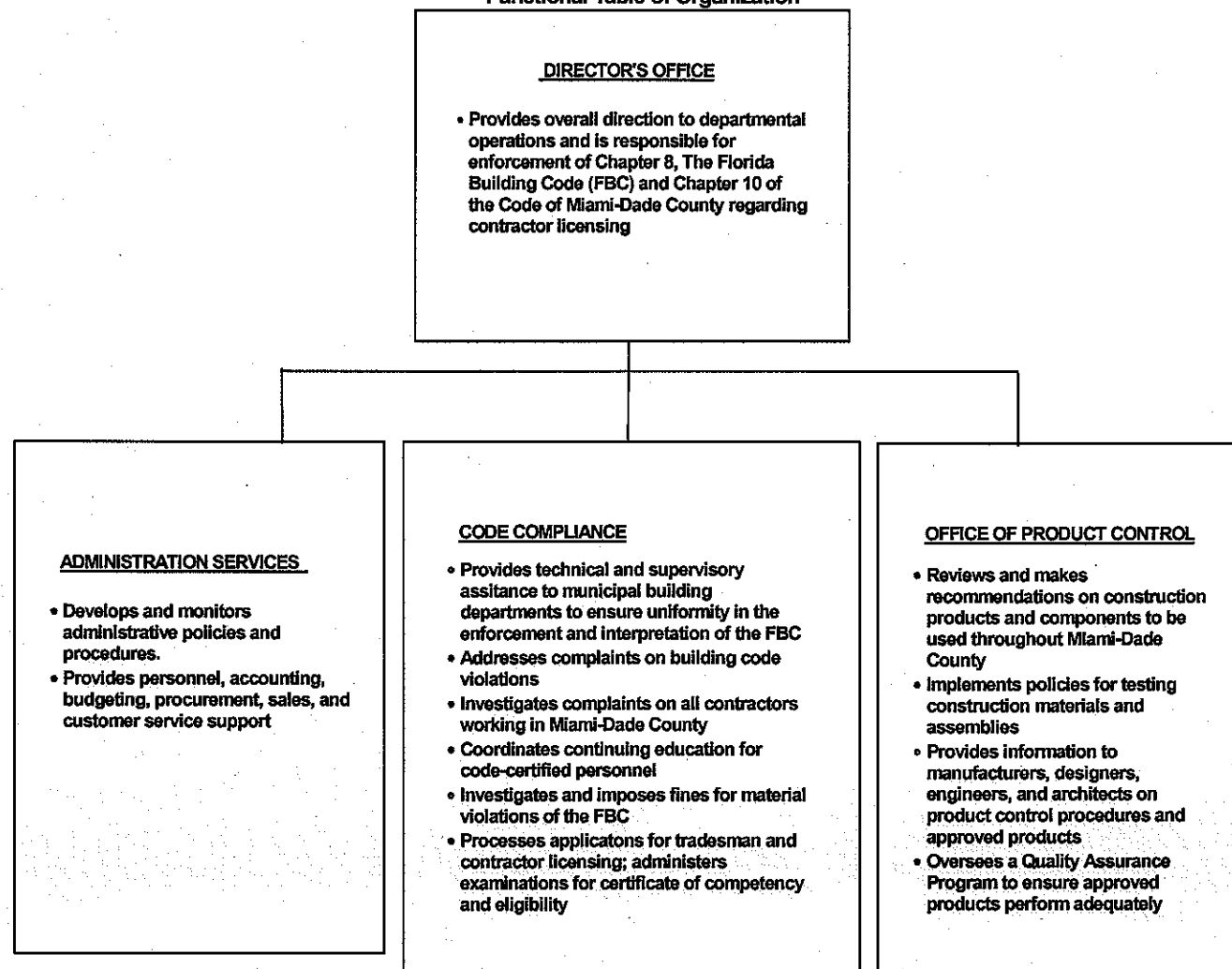
Department Name:

Fiscal Years: 2006/2007 – 2007/2008

EXECUTIVE SUMMARY

The Building Code Compliance Office is comprised of a seventy-nine budgeted member staff and six approved position overages (FY 06-07), which are dedicated to effective building code administration and to providing the necessary oversight in the construction industry. The Office maintains good working relationships with our customers and seeks to provide the highest levels of service within our functional areas.

BUILDING CODE COMPLIANCE OFFICE Functional Table of Organization



Major Anticipated Accomplishments/Milestones for FY 06-07

- Participated in the Implementation Plan for Land Use and Permitting Process Improvement and provided additional customer service enhancements through dedicated staff located at the PIC center.
- Continue to participate in the state legislative process to prevent the weakening of the building code.
- Publish and disseminate additional collateral materials that provide information on building code and construction industry requirements.

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- Implement expanded laptop use by Contractor Enforcement personnel as a result of a successful pilot program.
- Conduct record management review and reorganization of contractor licensing files to allow for efficient licensing process and expedited information requests.
- Conduct hearings and impose discipline, fines, restitution and administrative fees against all illegally licensed contractors.
- Enhance Product Control database to allow for tracking of Non High Velocity Hurricane Zone (NHVHZ) product applications.
- Provide at minimum four Contractor Licensing Seminars during the year to target audience of potential contractor license applicants and recently cited contractors.
- Implement customer service initiatives and enhancements as a result of customer service feedback.
- Establish additional security and tracking measures to safeguard the contractor licensing process.

Major Anticipated Accomplishments/Milestones for FY 07-08

- Develop a quality assurance program for certified laboratories.
- Provide specialized developmental training for staff in specific functional areas.
- Conduct testing of prescriptive requirements of the Code to evaluate whether enhancements are warranted based on the product performance.
- Explore the development of electronic library or database comprised of extensive Code references and research material required for building code administration process.
- Enhance Product Control database to allow for automated tracking of audit inspection status
- Implementation of a Mutual Recognition program for certified laboratories, fabricators and manufacturers, which are nationally or internationally recognized programs.
- Establish security and tracking measures for continuing education hours provided to code certified personnel and for courses given to contractors by approved course sponsors.
- Develop an e-government application for the submittal of certification application
- Continue to participate in the Florida building Commission meetings to ensure that the provisions of the High Velocity Hurricane Zone are upheld at both the Program Oversight Committees and the Technical Advisory Committees.
- Establish a fastener/anchor listing program in line with ISO 17030 – *Third-party marks of conformity and their use.*
- Enhance Product Control database and links to allow for real-time file status updates to the information available on the web.

The Building Code Compliance Office will continue to provide guidance and uniform enforcement of the FBC and Chapter 8 and Chapter 10 of the Code of Miami-Dade County by providing the required level of quality service. The Office anticipates addressing business service needs successfully through the implementation of the business plan. The Executive Summary outlines above some of the milestones and accomplishments that will be part of the department's focus. The business environment, which affects the functional areas of the Office, is expected to continue to provide opportunities for effective code administration and contractor regulation. As such, the Office continues to project positive revenue streams and a strong financial position that will facilitate meeting our established goals.

DEPARTMENT PURPOSE/MISSION

The Building Code Compliance Office (BCCO) provides uniformity and consistency in the interpretation and enforcement of the Florida Building Code (FBC) and Chapter 10 of the Code of Miami-Dade County regarding contractor licensing, services related to product evaluation, training, education, and investigation.

As part of the Neighborhood and Unincorporated Area and Municipal Services strategic area, BCCO is the regulatory link providing oversight in maximization of safety benefits between two distinct industries; manufacturing and construction. The Department reviews materials and products used for the protection of the building envelope and to ensure that the highest standards within the manufacturing industry are maintained through a comprehensive quality assurance program. In addition, the BCCO administers the local contractor trade licensing process, promotes the adherence to contractor regulations, and investigates unlicensed contractor activity. Work performed by BCCO includes oversight and technical support of the following boards: Boards of Rules and Appeals, Construction Trades Qualifying Boards, and Unsafe Structures Board. The Department also participates in the Florida Building Commission with the Director as an appointed Commission member ratified by the Florida Senate and staff as members of various technical advisory committees.

The Building Code Compliance Office is committed to developing a more business-friendly environment and to delivering outstanding quality service. In order to achieve a fair and effective means of code compliance, our Office will coordinate its activities with various community stake holders including Miami-Dade County contractors, product manufacturers, consumers and, certified personnel such as: building officials, plans examiners and inspectors from all municipalities.

Additional departmental information can be found in the Departmental Profile (Attachment 1).

STRATEGIC ALIGNMENT

The Department's efforts align with the following Miami-Dade County Strategic Plan Goals:

- Use fair and effective means to achieve code compliance (NU4)
- Empower the community by increasing communication and coordination with local, state and federal entities (NU2)
- Enable County departments and their service partners to deliver quality customer service (ES1)
- Ensure the financial viability of the County through sound financial management practices (ES8)
- Create a more business friendly environment in Miami-Dade County (ED4)

Department-related Strategic Plan Outcomes and departmental objectives:

Departmental Business Plan and Outlook

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- Consistent interpretation and application of enforcement practices (NU4-3)
 - Conduct field observations
 - Participate in industry liaison meetings
 - Develop Florida Building Code seminars
 - Provide Florida Building Code workshop hours
 - Conduct municipality visits
 - Conduct quality assurance audits of manufacturers and labs
 - Produce staff opinions for Board appeals
 - Process certification applications timely
 - Conduct contractor vehicle checkpoints

- Customer-friendly environment for regulated businesses and entities doing business with Miami-Dade County (ED4-2)
 - Conduct timely technical reviews of product application
 - Conduct timely reviews of contractor licensing applications
 - Conduct timely technical reviews of product application
 - Process code personnel certification applications timely

- Timely identification and remediation of nuisances, including unsafe structures (NU 4-2)
 - Seek license compliance by contractors after receipt of citation
 - Respond to contractor complaints in timely manner
 - Respond to unlicensed contractor complaints in timely manner

- Improve community access to information and services (NU2-2)
 - Provide building industry outreach efforts and produce materials that disseminate information to the public

- Well-trained, customer-friendly County government workforce (NU2-3)
 - Provide Florida Building Code training hours to code-certified personnel

- Clearly defined performance expectations and standards (ES1-1)
 - Process payment of vendor invoices timely

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- Planned necessary resources to meet current and future operating and capital needs (ES8-2)
 - Meet Budget targets

KEY PROGRAMS AND INITIATIVES

The department's key programs and initiatives are highlighted below and organized by balanced scorecard perspective.

Customer Perspective

Customer Feedback

Communicating with our customers to gather feedback is a critical component of delivering excellence service to our community everyday. The development of a customer service feedback plan as an integrated part of the Business Plan will facilitate a process where the department can "actively listen" to those we serve in order to match their service priorities and expectation with our deliverables. Toward these efforts, the Office will be pursuing various methods to garner customer response to our functional areas. The department has identified the following Customer Service Initiatives:

Feedback Initiative 1

Target Population:

County residents who have filed a written complaint against a construction contractor.

Method:

Contractor complaint process survey.

Purpose:

To obtain feedback on how residents evaluate the contractor complaint process.

Performance Improvement:

Ensure that complaint process allows resident to have the benefit of interactions that lead to resolution.

Implementation Reporting:

Development and implementation 2nd Quarter FY 06-07 distributed at the start of the complaint process. Reporting and cataloguing of responses is anticipated to take place in 2nd Quarter FY 07-08.

Feedback Initiative 2

Target Population:

Local Miami-Dade contractor seeking licensure.

Method:

Contractor focus group.

Purpose:

To gather direct feedback on how the licensing process can be improved; i.e., bottlenecks, application revision, possible automation.

Performance Improvement:

Improve turnaround time and process that is more business friendly and efficient.

Implementation Reporting:

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FY 06-07 annual

Feedback Initiative 3

Target Population:

Contractors renewing on-line.

Method:

Electronic-survey

Purpose:

To get input on electronic renewal process.

Performance Improvement:

Ensure that the electronic renewal process operates effectively. Explore potential new features in application.

Implementation/Reporting:

Renewal cycle 4th Quarterly FY 06-07, annual cycle. Reporting and cataloguing of responses is anticipated to take place in 2nd Quarter FY 07-08.

Feedback Initiative 5

Target Population:

Applicants for Product Approval. These include manufacturers, engineers and other members of construction

Method:

Product Approval survey.

Purpose:

To gather customer feedback on the satisfaction or dissatisfaction with the process encountered during product review.

Performance Improvement:

Identify bottlenecks and mediums of communication, which could lead to greater turnaround time.

Implementation/Reporting:

Implementation 2nd Quarter FY 05-06 as a part of the approval package requested via mail, fax or online. Reporting and cataloguing of responses is anticipated to take place in 2nd Quarter FY 06-07.

Feedback Initiative 5

Target Population:

Manufacturers receiving quality assurance audits.

Method:

Survey sent at time of audit report results issued.

Purpose:

To obtain input from customers that received quality assurance audits. This will allow inquiries regarding other quality assurance entities leading to benchmarking.

Performance Improvement:

Use identified areas of dissatisfaction as focus of improvement in order to meet service standards and remain competitive with other quality assurance entities.

Implementation/Reporting:

Development during FY 05/06 with implementation 2nd Quarter FY 06/07, occurring at time of each audit. Reporting and cataloguing of responses is anticipated to take place in 3rd Quarter FY 06-07.

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The department's mission and success are directly impacted by how customers perceive us. Building an organizational culture that continues to capture the changing needs of this community through feedback mechanisms and is flexible and capable of improving performance *defines* responsive customer service. The Building Code Compliance Office, therefore, views every interaction is an opportunity to deliver excellence.

- Develop a quality assurance program for certified labs.
- Implementation of a Mutual recognition Program for certified labs, fabricators and manufacturers.
- Participate in the Implementation Plan for Land Use and Permitting Process Improvements.
- Enhance Product Control database to allow for automated tracking of audit inspection status

Financial Perspective

Internal Perspective

- Develop a computerized tracking system to identify invoice to be paid to meet target turn-around.
- Implement pilot program to issue laptops with wireless connections to Contractor Investigators as a resource to improve field performance and responsiveness
- Continue to make enhancements to existing product control database to track product review requests
- Establish a fastener/anchor listing program in line with ISO 17030 – *Third-party marks of conformity and their use.*
- Conduct hearings and impose discipline, fines, restitution and administrative fees against all illegally licensed contractors.
- Conduct record management review and reorganization of contractor licensing files to allow for efficient licensing process and expedited information requests.
- Establish additional security and tracking measures to safeguard the contractor licensing process.
- Conduct testing of prescriptive requirements of the Code to evaluate whether enhancements are warranted based on the product performance.
- Establish security and tracking measures for continuing education hours provided to code certified personnel and for courses given to contractors by approved course sponsors.

Learning and Growth Perspective

- Explore training programs that provide additional tools to enhance employee motivation

PERFORMANCE MEASURES AND TARGETS

For ease of reference, specific information regarding departmental objectives and performance measures including the targets for FY 2006-07 and FY 2007-08 can be found in Attachment 2 – Business Plan Report.

CRITICAL SUCCESS FACTORS

In order to address many of our business plan objectives, it will be critical that the Office be able to have the appropriate staff levels in the various business units. Positions may be requested in order to meet several objectives outlined in the 2007 - 2008 Business Plan. For example, additional audit inspectors may continue to be needed as a result of the State mandated function to provide quality assurance.

Additionally, some of the objectives outlined are not solely under the department's control, but are subject to external factors. Since the Office serves primarily a regulatory function, there is a significant emphasis on compliance. *Voluntary* compliance is a goal that has been incorporated into our functions. The Building Code Compliance Office continues to explore methods to achieve "buy in" from regulated stakeholders instead of reactive code enforcement. The ability to act proactively often results in greater awareness of the code regulations and higher levels of compliance.

The Building Code Compliance Office also continues to explore solutions to address the lack of adequate office space. Additional floor space is needed to accommodate the current and future growth of the department. In the past, some hiring has been hampered by the lack of office space. However, we have recently obtained additional space on the 11th floor of the 140 building as well as the 16th floor. The department completed the preliminary space survey for an anticipated move in two years to County Offices being constructed adjacent to the Overtown Metrorail Station.

3 to 5 YEAR OUTLOOK

The Building Code Compliance Office will continue to provide guidance and uniform enforcement of the Florida Building Code and Chapter 8 and Chapter 10 by providing the required level of high quality service. However, the statewide building code modification process is of particular concern and presents very unique challenges to maintaining the enhanced protection afforded by the High Velocity Hurricane Zone provision of the current Building Code. The vulnerability of these code provisions during the consecutive modification cycles will require continued commitment of the Building Code Compliance Office to preserve the health, safety and welfare of the residents afforded by the maintenance of a strong building code.

Beyond the regulatory influences, the Office anticipates addressing business service needs successfully through the implementation of the business plan. The Executive Summary outlined some of the milestones and accomplishments that will be part of the department's focus. The business environment, which affects the functional areas of the Office, is expected to continue to provide opportunities for effective code administration. As such, the Office continues to project positive revenue streams and a strong financial position that will facilitate meeting our established goals.

DEPARTMENTAL PROFILE

Department Description

The Building Code Compliance Office was created in 1991 as an independent Office to provide oversight guidance on code related issues and to ensure uniformity in code administration.

After Hurricane Andrew, the Office of Building Code Compliance guided the formulation of new ordinances that revised the South Florida Building Code in order to address several shortfalls in construction methods and in the type of materials being used. The provisions incorporated into the South Florida Building Code over the years, then subsequently included in the Florida Building Code, substantially reduced the exposure of persons to danger and the loss of property due to wind and water damage. The materials used in construction met more stringent manufacturing requirements, which provided building structures with greater resistance to wind forces and impact from flying debris.

The Building Code Compliance Office plays a critical role in monitoring the implementation of the building codes and standards in Miami-Dade County. The Office recommended and reviewed the code cycle changes for the 2004 Florida Building Code. Through the department's efforts, Miami-Dade County was able to maintain those High Velocity Hurricane Zone code provisions, which provided necessary protections for our sensitive geographical area. The Building Code Compliance Office provided extensive training for the implementation of the new Code and will continue to spear-head code certified personnel training on the 2006 Supplement and additional building Code modifications..

A scheme to defraud the public through the unauthorized issuance of Miami-Dade County contractor licenses was uncovered by the Building Code Compliance Office (BCCO) in March 2006. Suspicion was generated by an anomaly in computer records discovered during the course of a routine investigation. The Miami-Dade County Police Department (MDPD), ultimately in conjunction with the State Attorney's Office, conducted a four month investigation which culminated in the execution of search warrants and eventual arrests of County employees implicated in August. Miami-Dade County took steps to immediately make the public aware of the possibility that they could be affected if work was performed on their property by one of the over 250 illegally licensed contractors. Through the involvement of multiple County departments, information was disseminated regarding these fraudulent contractors with the purpose of reducing the impact on those affected. Those affected property owners and residents are being urged to pursue restitution and relief using the complaint process administered by the Building Code Compliance Office and the disciplinary hearing procedures established by the Construction Trades Qualifying Board (CTQB). The Office will continue to play an important role in curtailing unlicensed contractor activity and will continue to add security and tracking measures to safeguard the contractor licensing process.

The Building Code Compliance Office is located downtown in the 140 West Flagler Building and currently provides from this site the following services:

- Provides technical and supervisory assistance to all municipal building departments to ensure uniformity in the enforcement and interpretation of the Building Code;

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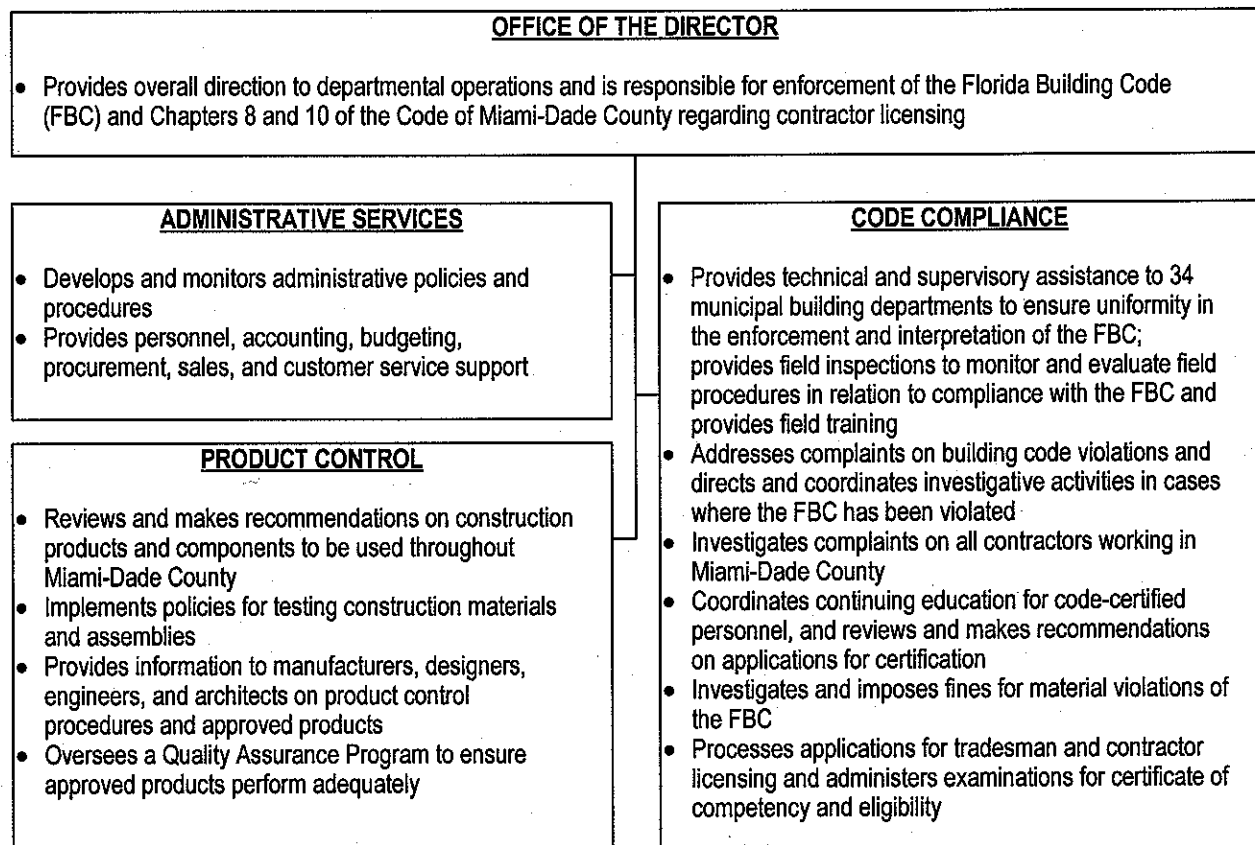
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accompanies field inspectors to monitor and evaluate field procedures in relation to compliance with Building Code and provide field training.

- Addresses complaints on building code violations; directs and coordinates investigative activities in cases where the Building Code has been violated
- Process applications for tradesman and contractor licensing; administers examinations for certificate of competency and eligibility
- Investigates complaints on all contractors working in Miami-Dade County
- Coordinates continuing education for code certified personnel; reviews and makes recommendations on applications for certification
- Reviews and makes recommendations on construction products and components to be used throughout Miami-Dade County
- Implements policies for testing construction materials and assemblies
- Provides information to manufactures, designers, engineers, and architects on product control procedures and approved products
- Oversees a Quality Assurance Program to ensure approved products perform adequately

Table of Organization



Departmental Business Plan and Outlook**Department Name:****Fiscal Years: 2006/2007 – 2007/2008****Financial Summary**

(Dollars in Thousands)	Actual FY 04-05	Budget FY 05-06	Budget FY 06-07
Revenue Summary			
Board Fees and Book Sales	231	393	178
Carryover	8,902	6,529	7,065
Code Compliance Fees	3,611	2,700	3,001
Code Fines / Lien Collections	176	113	145
Contractor's Licensing and Enforcement Fees	1,756	1,775	1,626
Fees and Charges	310	485	293
Interest Earnings	148	113	148
Product Control Certification Fees	1,849	1,650	1,798
Total Revenues	16,983	13,758	14,254
Operating Expenditures Summary			
Salary	3,832	4,522	4,987
Fringe Benefits	1,012	1,214	1,368
Other Operating Capital	2,874	4,219	3,882
	51	147	100
Total Operating Expenditures	7,769	10,102	10,337
Non-Operating Expenditures Summary			
Reserve	0	3,656	3,917
Total Non-Operating Expenditures	0	3,656	3,917

(Dollars in Thousands)	Total Funding		Total Positions	
	Budget FY 05-06	Budget FY 06-07	Budget FY 05-06	Budget FY 06-07
Expenditure By Program				
Strategic Area: Neighborhood and Unincorporated Area Municipal Services				
Administration	2,442	2,611	22	23
Code Compliance	2,105	2,240	12	12
Contractor Licensing & Enforcement, Construction Trade Qualifying Board (CTQB)	3,203	3,117	24	26
Product Control	2,352	2,369	17	18
Total Operating Expenditures	10,102	10,337	75	79

Capital Budget Summary

Not applicable

Current Business Environment

Customers

The Building Code Compliance Office customers include: *manufacturers of construction products, Building Officials and other code certified personnel, construction contractors and industry* as well as the specific segments of the general public (i.e. residents appearing before advisory boards, residents with contractor complaints etc.).

Regulatory Considerations

- Florida Building Code Commission changes to the Florida Building Code, which can impact construction regulation in Miami-Dade County
- State changes to the product approval process will impact how construction products are approved for use in Miami-Dade County
- State legislative changes requests regarding enforcement provisions related to state licensed contractors and expired permits.

Geographical Service Area

The Building Code Compliance Office operates throughout the municipal and unincorporated areas of Miami-Dade County. Therefore, the incorporation and annexation process does not negatively impact the department. Additionally, the Product Control Office was designated a statewide certification and evaluation entity, and has the potential to broaden the client base. The Office is currently expanding its review services for products to be used in the Non High Velocity Hurricane Zone (NHVHZ).

Economic Impact Factors

- The construction market remains strong and as a result the code compliance surcharge fee is reflecting a positive revenue stream.

Competitive Threats

- Other product evaluation entities can be authorized by the State to provide product reviews and services.
- State licensing (Department of Business and Professional Regulation) offers contractor licenses that are accepted throughout Florida.